

## 7.0 REMEDIAL DESIGN MANAGEMENT PLAN

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### 7.1 INTRODUCTION

The Remedial Design Management Plan defines the delegation of authority to, and the responsibilities of, the personnel and organizations involved in the execution of the project. The Remedial Design Management Plan will be used to manage all aspects of implementing the OE RDD.

### 7.2 PROJECT MANAGEMENT ORGANIZATION

This project organization is designed to provide a clear line of management responsibility and authority to facilitate delegation of authority to the management level responsible for completing the OE removal activities described in this OE RDD. The organization reflects strong technical and management leadership and provides a direct line of communication between the remediation contractor and Granite's Project Coordinator. Lines of communication from the remediation contractor to DTSC and USACE, Sacramento District, are through the Granite Project Coordinator. The remediation contractor lines of authority flow from the Project Engineer to the support staff.

It is the responsibility of all management personnel who may affect the quality of the data collected, studies, operations, or other quality-related functions to be aware of and implement the policies and practices set forth in this document. The organizational structure for this project is shown on Figure 7-1.

#### 7.2.1 California Environmental Protection Agency, Department of Toxic Substances Control

It is the role of DTSC to review and approve all related documents necessary to complete the actions described herein. All notices, comments, approval, and other communication from DTSC will be sent to the respondents' project coordinators; USACE, Sacramento District; and Granite. DTSC is the lead regulatory agency for the project and reviews and approves all documents related to the investigation and remediation of the Project Site.

#### 7.2.2 Granite Management Corporation

Granite coordinates closely with DTSC and USACE on the project approach and technical issues through their Granite Project Coordinator. The responsibilities of the Granite Project Coordinator are outlined in the following section.

#### 7.2.3 Qualified Remediation Contractor

The remediation contractor will provide site personnel and technical staff to support the remediation of the Project Site. The Project Engineer is the primary point of contact for the remediation contractor. The Project Engineer may

1 delegate authority to appropriate personnel to ensure activities are conducted in  
2 a compliant, cost-effective, and timely manner. However, responsibility for the  
3 project will remain with the Project Engineer.  
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### 5 **Granite Project Coordinator Responsibilities**

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7 The Granite Project Coordinator's primary responsibility is for the overall  
8 coordination of the project with DTSC and USACE. Additional responsibilities  
9 include receiving all notices, comments, approvals, and other communication  
10 from DTSC. The Granite Project Coordinator works closely with the Project  
11 Engineer and Project Manager and all other team members to ensure that  
12 project goals and objectives, including project schedule, are met. Lines of  
13 authority for the Granite Project Coordinator flow directly from the respondents  
14 named in the Order. The Granite Project Coordinator serves as the primary  
15 point of contact for the Project Engineer.  
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### 17 **Project Engineer**

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19 The Project Engineer, who is responsible for the overall direction, coordination,  
20 technical consistency, and review of the OE remediation, will monitor the  
21 performance of all project staff through the Project Manager. The Project  
22 Engineer will have the authority to select or dismiss staff; select or terminate  
23 major subcontractors; approve or disapprove budgets and schedules; stop work;  
24 and communicate with the Granite Project Coordinator, as necessary, to  
25 evaluate progress on any task and ensure the early resolution of any problem.  
26 Communication with DTSC and USACE, Sacramento District, will be  
27 coordinated by the Granite Project Coordinator. The Project Engineer's specific  
28 responsibilities include:  
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- 30 • Performing final approval and review of project plans, all project  
31 deliverables, schedules, and manpower allocations for each task.
- 32 • Designating of a Project Manager.
- 33 • Ensuring availability of key personnel assigned to the project for the  
34 duration of the project.
- 35 • Overseeing coordination among management, field teams, and  
36 support personnel to ensure consistency of performance.
- 37 • Communicating, as necessary, with the Granite Project Coordinator  
38 to evaluate the progress of the program and to facilitate the early  
39 resolution of any potential problems.  
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## Granite Project Manager

The Project Manager will establish and interpret project policies; monitor schedule; coordinate all reporting and other forms of communications; ensure necessary resources are made available; prepare plans; identify and resolve potential problems or conflicts; and provide for safe performance and quality of the work. Other duties, as appropriate, will include:

- Allocating work assignment and schedules to members of the Project Team, and orienting the staff to the objective of the OE RDD.
- Evaluating the qualifications of project staff and critical subcontractor personnel, and identifying individuals who need additional training.
- Assigning project field managers to direct specific field activities and providing them with the necessary resources.
- Tracking the performance of the investigation.
- Reviewing, approving, and consistently implementing the project planning documents (e.g., OE RDD) and procedures, including approval of geophysical techniques, schedules, and manpower allocations.
- Addressing specific tasks for compliance with federal, state, and local regulations/laws, and directives.
- Providing overall technical, quality, and performance consistency throughout the investigation.
- Identifying procurement needs (e.g., materials, services, subcontracts) and coordinating project procurements.
- Identifying, documenting, and notifying the Project Engineer; and the GTM, HSO, OESM, and project staff of changes in project scope.
- Reviewing the final report.
- Interacting with regulatory or public agencies at the request of the Granite Project Coordinator, and preparing progress reports.
- Disseminating project-related information from the Granite Project Coordinator and USACE.

- Preparing the OE RDD and related presentations at progress meetings between the Project Team and the Granite Project Coordinator.

### **Geophysical Technical Manager**

The GTM will be responsible for oversight and direction of all geophysical activities for the investigation. The GTM will have a degree in geophysics, geology, geological engineering, or a closely related field and a minimum of 5 years of directly related geophysical experience. The GTM will also have knowledge of various geophysical instrumentation detection capabilities and experience in the collection, analysis, and interpretation of geophysical data as it pertains to ordnance and landfill detection. The GTM will be directly responsible to the Project Manager.

The GTM is responsible for overall direction of geophysical operations. The GTM, or his/her designee, will interface with the Granite Project Coordinator, USACE Tech Manager, and regulatory agencies regarding the quality of the geophysical data collected. The GTM, or his/her designee, will track all QA/QC results of the geophysical survey on a spreadsheet that will tabulate survey area identified, coordinates, and date surveyed.

### **Ordnance and Explosives Safety Manager**

The OESM will be principally responsible for oversight of all OE operations for field activities to be implemented by the SUXOS. The OESM will have knowledge of all requirements mandated by OSHA, USACE, U.S. EPA, Title 8 CCR, and the remediation contractor's Corporate Health and Safety Program. The OESM will be a United States citizen and a graduate of either the U.S. Army Bomb Disposal School or the U.S. Naval Explosive Ordnance Disposal School. The OESM will have at least 15 years of UXO experience, which may be a combination of active duty military EOD and contractor UXO experience, and include 10 years in supervisory positions. The OESM will be directly responsible to the Project Manager.

The OESM, or his/her designee, will interface with the Project Manager, the SUXOS, SSO, and USACE Site Safety Specialist on OE safety functions of the project and will coordinate activities with the Project Manager. In addition, they will, as necessary, perform audits, surveillance, document reviews, and other OE safety functions as required to determine the continued effectiveness of the OE SSHP. The OESM will, as necessary, audit compliance with the OE SSHP, and will perform OE safety reviews of selected project tasks. Other responsibilities will include, but not necessarily be limited to:

- Performing and documenting regular and frequent OE site hazard inspections and observing employees at work.

- Stopping work when necessary to prevent injury or illness associated with OE and to ensure human and environmental health and safety.
- Investigating all injuries and illnesses resulting from OE-related incidents.

Performing random health and safety assessments in the field, implementing corrective measures for site-specific health and safety deficiencies, and verifying resolution of any resulting corrective actions.

- Overseeing the SUXOS, who will be responsible for all OE operations to be implemented. The SUXOS will report directly to the Project Manager.

#### **UXO Site Safety Officer**

The SSO will be principally responsible for execution of all health and safety operations for field activities, and will have knowledge of the OSHA requirements and corporate health and safety requirements specific to the Project Site.

The SSO is responsible for the implementation of the OE SSHP and will provide overall direction of the health and safety function for field activities. The SSO will be a United States citizen and a graduate of either the U.S. Army Bomb Disposal School or the U.S. Naval Explosive Ordnance Disposal School. The SSO will have at least 10 years of UXO experience, which may be a combination of active duty military EOD and contractor UXO experience. The SSO will be directly responsible to the Project Engineer. The SSO, or her/his designee, will administer health and safety functions of the project and will coordinate activities with the Project Manager. In addition, the SSO will perform any necessary audits, surveillance, document reviews, and other health and safety functions as required to determine the continued effectiveness of the OE SSHP. Other responsibilities include, but are not limited to:

- Ensuring regulatory and operational compliance with OSHA requirements, the OE SSHP, and the remediation contractor's corporate health and safety requirements.
- Reviewing health and safety training and medical monitoring.
- Working with the Project Manager, the SUXOS and the SSO to ensure that all health and safety requirements outlined in the OE SSHP are implemented in the field.
- Performing document reviews, and other health and safety functions as required, to determine the continued effectiveness of the OE SSHP.

- Performing random health and safety assessments in the field, implementing corrective measures for site-specific health and safety deficiencies, and verifying resolution of any resulting corrective actions.
- Monitoring the labeling, shipping, and control of hazardous or potentially hazardous samples and materials, and briefing all field personnel concerning health and safety requirements.
- Stopping work when necessary and requiring corrective actions to be taken to ensure compliance with the QC Plan.

## **SUXOS**

The SUXOS reports to the Project Manager and is responsible for project setup in the field, including identifying and scheduling personnel resources, materials, and equipment. The SUXOS is assigned to oversee and control all field activities, and is responsible for field cost tracking through administrators and project billing. The SUXOS will also conduct project control assessments and provide purchasing support for small purchases necessary to initiate the project.

The SUXOS will provide site-level implementation of environmental protection, fire protection, occupational safety and health requirements, and permitting for this project. The SUXOS will coordinate activities with the Project Manager and other project personnel as appropriate. Duties of the SUXOS include, but are not limited to:

- Initiating OE remediation field activities with the required resources, materials, and equipment.
- Directing all field activities, supervising field staff and any subcontractors, and ensuring that field procedures described in the OE RDD are implemented.
- Maintaining daily records of work performed, personnel on site, and any work stoppages or communications with other agencies pertaining to the project.
- Managing equipment, preventive maintenance, decontamination, and calibration programs.
- Implementing a tracking system to ensure documentation of required corrective actions in the field.

#### 7.2.4 City of Benicia

The City of Benicia, through the Memorandum of Agreement (MOA) with USACE (Support for Others Program), requested that USACE provide oversight of the OE QA and site safety at the Project Site. The City will prepare a task order for a qualified remediation contractor requiring them to take direction from USACE as defined in this plan. These actions will allow USACE to have a direct line of communication and authority over the remediation contractor as it relates to the QA and site safety for the OE remediation of the Project Site.

#### 7.2.5 U.S. Army Corps of Engineers, Sacramento District

The primary role of USACE, Sacramento District, will be to provide technical oversight of the QA and site safety of all activities associated with the remediation of OE at the Project Site. USACE oversight will include, but not be limited to, the following: (1) review and approval of the OE RDD for the project. The OE RDD will contain all procedures for the OE remediation of the Project Site; (2) provide an on-site Site Safety Specialist to observe all field operations. The Site Safety Specialist will directly supervise OE operations, ensuring that the work is being performed safely and in accordance with USACE standards. The Site Safety Specialist officer has the authority to stop work if unsafe actions could harm workers on site or the public; and (3) provide a Site Geophysicist to review all aspects of the geophysical mapping, data processing, and anomaly reacquisition to ensure that the geophysical methods used at the site are in accordance with USACE standards.

The USACE will be responsible for providing safety and QA oversight and technical support to the OE USACE Site Safety Specialist. USACE will have knowledge of the OSHA requirements and corporate health and safety requirements.

The USACE Technical Manager will be responsible for providing OE and project technical oversight and support as requested by the Site Safety Specialist and the Project Manager.

The Site Safety Specialist will work closely with the USACE Technical Manager, and the Project Manager, and is responsible for project safety and QA programs for the on-site remediation process. The Site Safety Specialist will meet the prerequisites as identified in ER 835-1-92, as well as OSHA requirements. Responsibilities include:

- Ensure the remediation contractor establishes the required daily safety routines and procedures as described in this OE RDD at project start-up
- Stop work, when necessary, for safety and health concerns
- Monitor all OE-related project safety requirements
- Advise the remediation contractor on OE procedures

- Verify employee UXO qualifications
- Perform QA oversight for the OE remediation process.

The USACE HSO will review the OE SSHP to ensure compliance with USACE and OSHA safety standards. Also, the USACE HSO will provide health and safety technical support to USACE Site Safety Specialist, and the Project Manager.

### 7.3 COMMUNITY OUTREACH

An information repository has been established by the City of Benicia, Granite, and the USACE at the Benicia Public Library, 150 East L Street, Benicia, California. The repository is maintained by Granite. The repository provides local access to the various reports, fact sheets, and other significant documents generated during the continuing investigation and remediation of the Project Site. Project close-out documents, described in Chapter 5.0, will be placed in the information repository as they become available.

Granite, in concert with the City of Benicia and USACE, has established and will continue to maintain a mailing list of all persons who have expressed interest in the Tourtelot Remediation Project. The mailing list includes key contacts, as well as residents and businesses near the Project Site. A publicly accessible Internet Web page is currently available to the public and will be periodically updated to keep the public informed on the status of the Tourtelot Remediation Project.

DTSC and the City of Benicia have formed a Community Advisory Group for the Tourtelot Remediation Project. The Community Advisory Group reviews and comments on the primary project documents. Information contacts have been established by DTSC, the USACE, the City of Benicia, and Granite. These information contacts can respond directly to citizen inquiries regarding the Tourtelot Remediation Project. Information contacts are provided in Table 7-1. Information contact names and telephone numbers are also published in fact sheets and are available in the information repository.

#### 7.3.1 Entity Responsibilities

##### Project Manager

- Overall responsibility and control of withdrawal and relocation of residents, including briefing and notification requirements



- Identification of the MSA, and dissemination of information to the City of Benicia, the Benicia Fire Department, and the Benicia Police Department regarding planned field activities, addresses within the MSA, and recommended road closures at least 72 hours prior to scheduled withdrawal.

#### The Benicia Police Department

- Enforce the City of Benicia ordinance related to public withdrawal as necessary.

#### The Benicia Fire Department

- Provide support as necessary.

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**Table 7-1. Information Contacts**

Organization	Name of Contact	Address of Contact	Telephone Number of Contact
Granite Management Corporation	Jason Keadjian	701 Southhampton Suite 209 Benicia, CA 94510	Voice: (707) 745-2112 Fax: (707) 745-3675
U.S. Army Corps of Engineers	Bruce Handel	1325 J Street Sacramento, CA 95814	Voice: (916) 577-7906 Fax: (916) 577-7865
City of Benicia	Heather McLaughlin	250 East L Street Benicia, CA 94510	Voice: (707) 745-2112 Fax: (707) 745-1196
Department of Toxic Substances Control (DTSC)	Jim Austreng	10151 Croydon Way Suite 3 Sacramento, CA 95827	Voice: (916) 255-3702 Fax: (916) 255-3794

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